

Performance Review



September 2000

Report No. 00-09

Hillsborough School District Saves \$18.7 Million by Implementing Review Recommendations

at a glance

The 1996 Legislature funded a performance review of the Hillsborough County School District. A private consulting firm selected competitively, MGT of America, Inc., conducted the review in 1997 under contract with OPPAGA.

As of March 2000, the Hillsborough County School District has implemented or is in the process of implementing 80% of performance review recommendations. As a result, the district reports that it has saved \$18,665,494 to date.

District administrators provided several reasons why the school district has chosen not to implement the remaining recommendations. These include disagreements with report findings and the district's assessment that some recommendations would have undesirable effects.

Background

This report provides the Florida Legislature with information on the status of the School District Performance Review Program conducted by private consultants under contract with the Office of Program Policy Analysis and Government Accountability (OPPAGA). The 1999 Legislature directed OPPAGA to conduct post-review evaluations

of the school districts that underwent performance reviews during Fiscal Year 1996-97. Our evaluation examines the performance review recommendations that the district has implemented and the cost savings it has realized from these improvements. We also examined reasons why the district has not implemented the remaining recommendations.¹

Performance reviews identify ways school districts can improve and save funds

The 1996 Legislature created the School District Performance Review Program to assist Florida school districts in identifying ways to save funds, improve management, and increase efficiency and effectiveness.

School districts that undergo performance reviews are either designated in the General Appropriations Act or selected by OPPAGA. Since 1996, nine school districts have participated in the School District Performance Review Program.² Participating districts retain any cost savings resulting from implementing review recommendations. However, the law

¹ OPPAGA conducted this status report with assistance from MTG of America, Inc., which conducted the initial performance review.

² The nine districts are Hillsborough, Lee, Hamilton, Glades, Clay, Orange, Broward, Martin, and Brevard. OPPAGA will release progress reports on the Hillsborough, Lee, and Hamilton districts this year.

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does not require school districts to implement report recommendations. In 1996, the Legislature appropriated funding for a performance review of the Hillsborough County School District.

Pursuant to Florida law, the performance review examined 11 broad school district management and operational areas. These areas are presented in Exhibit 1. OPPAGA worked with school district officials to finalize the scope for each area and to tailor the reviews to the district's needs.

Exhibit 1

Performance Review Examined 11 Areas

1. School district organization and management
2. Educational service delivery
3. Community involvement
4. Facilities use and management
5. Personnel management
6. Asset and risk management
7. Financial management
8. Purchasing
9. Transportation
10. Food service
11. Safety and security

Source: Section 11.515, F.S.

OPPAGA used a formal request for proposal process to select a private consulting firm, MGT of America, Inc., to conduct the review. OPPAGA monitored the contract to ensure that the firm examined each area and that the final report was useful to the school district. This monitoring included attending key meetings between consultants and school district officials and reviewing report drafts to ensure that the findings were soundly presented, clearly and credibly communicated, and provided needed context.

The Hillsborough performance review projected \$55.7 million in cost savings

The review of the Hillsborough County School District documented major problems and barriers facing the district and proposed 241 recommendations for addressing the district's current and long-range problems. The report included implementation strategies, recommended timelines, and fiscal impacts for

each recommendation. The report estimated that the district could save \$55,687,101 over five years by implementing its recommendations (see Exhibit 2). Seventy-three (30%) of 241 had fiscal implications.

Exhibit 2

The Report Projected Approximately \$55.7 Million in Savings Over Five Years

Year Savings Begin	Total
Year 1 - Initial annual savings	\$2,513,350
Year 2 - Annual net savings	10,661,398
Year 3 - Annual net saving	13,495,528
Year 4 - Annual net savings	14,406,582
Year 5 - Annual net savings	14,796,013
<i>One-Time (Cost) Savings</i>	<i>(185,770)</i>
Total Savings Projected for Five Years	\$55,687,101

Source: Performance review final reports.

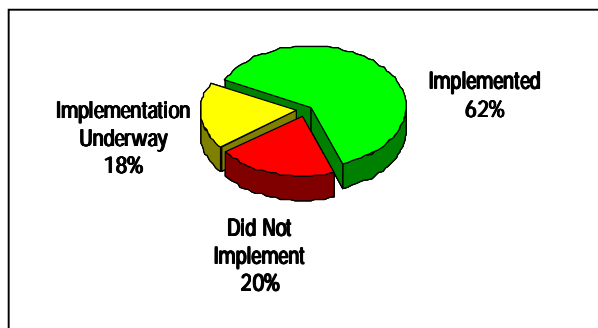
Follow-up process. OPPAGA evaluated the implementation status of recommendations as of March 2000. We based our conclusions on a review of a district-completed assessment, discussions with district staff, and documentation inspected during the course of the evaluation.

Hillsborough is addressing 80% of report recommendations

Since July 1997, the Hillsborough County School District has implemented 62% (148 of 241) of the recommendations and is in the process of addressing an additional 18% (see Exhibit 3). This includes district actions that varied slightly from the recommended action, but generally addressed the problem described in the report.

Further, many of the recommendations implemented by the district required major change. The district has implemented approximately half (14 of 29) of the recommendations that the report projected to have major impact. These recommendations either were expected to have a substantial fiscal impact, required major organizational or staffing changes, or significantly improved services or resources for students.

Exhibit 3 Hillsborough School District Implemented or Is Implementing 80% of the Recommendations



Source: OPPAGA analysis of information provided by the Hillsborough County School District.

Of the recommendations that the district is still in the process of implementing, 12 will be addressed through a new enterprise resource planning data integration system. The district has a committee that is evaluating the capabilities of available software packages for this system, and the committee is to make a purchasing recommendation in July 2001. The district anticipates that the system will improve several areas of operations, including streamlining a manual check process, establishing a method to track available surplus property throughout the district, strengthening the district's budgetary controls, preventing payroll overpayments, and implementing a passive order system for routine supplies.

Overall, the district estimates saving over \$18.7 million to date

The Hillsborough County School District estimates that it has already saved \$18,665,494 by implementing the specific recommendations or addressing the problems described in the report in a different manner.³

³ The district's estimate of \$18,665,494 in cost savings for implemented recommendations, combined with the \$25,336,160 projected cost savings for recommendations not implemented, will not total the consultant's five-year projection of \$55,687,101 due to variances in the amount projected by the consultant and actual estimates of cost savings by Hillsborough County School District.

Some of the larger savings the district reports so far are listed below.⁴

- The district saved \$7,098,310 to date in facility costs by developing user teams comprised of school district personnel, community, and design professionals to change educational specifications for new buildings and remodeling old facilities.
- The district saved \$5,069,552 by reusing building plans, thereby eliminating the need to pay consultants to develop new designs each time the district builds a new school.
- The district saved \$451,086 by eliminating two supervisor positions and one coordinator position in the Department of Adult Education.

The district provided several reasons for not implementing the remaining recommendations

Hillsborough County School District has chosen not to implement the 49 remaining recommendations that the consultant projected could have saved the district an additional \$25,336,160 over five years. Over one-half of the recommendations not implemented were in the areas of School District Organization and Management, Educational Service Delivery, Financial Management, and Food Service. For more information on implementation status of all report recommendations, refer to Appendix A.

The primary reasons the district offered for not implementing some recommendations are identified below.

The district asserted that some recommendations were not practical (e.g., would be too expensive to implement, or would create other, unanticipated inefficiencies for the district).

⁴ The Hamilton, Hillsborough, and Lee county school districts had difficulty estimating fiscal impacts. Districts provided rough estimates of cost savings and had limited or no documentation that clearly outlined how the estimate was calculated since they had not been required to collect the data. Thus, OPPAGA's ability to verify district reported cost savings was restricted to a review of available documentation and conversations with district staff.

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For example, the district chose not to implement a recommendation to expand the use of public buses to transport certain students, such as those in less populated areas of the county. The district indicates the recommendation is not practical in part because public buses do not adequately serve these areas, students would not be properly supervised, and scheduled routes may not coincide with student dismissal time.

The district also believed that some recommendations were unnecessary because the consultant based the report conclusion on erroneous information. For example, the district has chosen not to implement a recommendation to increase the amount of square footage covered by each school custodian because it believed the report's conclusion, which found that custodians could be more productive saving the district \$6,480,000 over five years, was flawed. According to the district, the report compared the square footage of the school building each custodian cleaned to an industry standard but failed take into account square footage outside the school, such as playgrounds, sidewalks, and parking lots, that custodians also are responsible for cleaning.

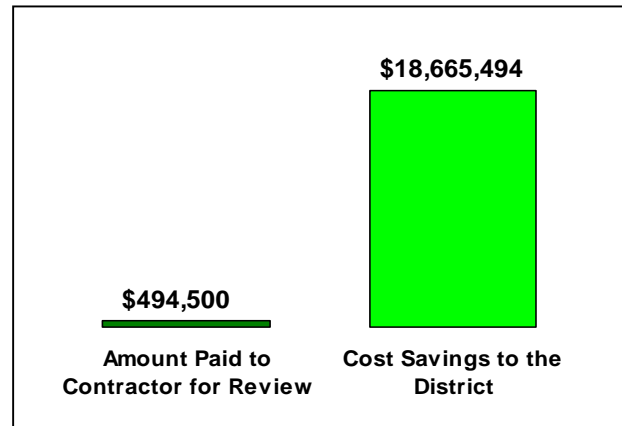
Finally, philosophical differences existed between the consultant and the district in some areas regarding the desirability of the end results of a particular corrective action.

Savings reported by the Hillsborough County School District exceeds the state's investment in the review

The overall savings reported by the Hillsborough County School District as a result of implementing report recommendations is substantially greater than the cost of the review. As shown in Exhibit 4, the reported net cost savings to date represent a 38 to 1 benefit to cost ratio.⁵

⁵ The consultant was paid \$494,500 to conduct the performance review. This total does not include costs incurred by OPPAGA or the district to participate in the review.

Exhibit 4 Hillsborough's Reported Cost Savings Represent a 38 to 1 Benefit to Cost Ratio



Source: OPPAGA analysis of information provided by Hillsborough County School District and OPPAGA's records.

Additional observations about school district performance reviews

The 1997 Legislature directed OPPAGA and the Auditor General to create a separate process for evaluating school district performance (s. 230.23025, *F.S.*). In this effort, OPPAGA and the Auditor General have established Best Financial Management Practices that can be used to assess school district operations. These Best Practices were adopted by the state Commissioner of Education. OPPAGA and the Auditor General jointly examine school district operations to determine whether they are using the Best Financial Management Practices.

Best Financial Management Practice Reviews are designed to encourage school districts to

- use performance and cost-efficiency measures to evaluate programs;
- use appropriate benchmarks based on comparable school districts, government agencies, and industry standards to assess their operations and performance;
- identify potential cost savings through privatization and alternative service delivery; and
- link financial planning and budgeting to district priorities, including student performance.

To date, four Best Financial Management Practice Reviews have been completed, in Manatee, Polk, Martin, and Brevard school districts (the Martin and Brevard reviews used a combined performance review/Best Financial Management Practice review process).

The 2000 Legislature directed OPPAGA to expand the Best Financial Management Practices to include school safety, community involvement, administrative and instructional involvement, administrative and instructional technology, and educational service delivery. The Legislature also considered, but did not pass, bills that would have integrated the school district performance reviews and the Best Financial Management Practice Reviews into a single process. Under these proposals, OPPAGA would have been required to develop best practices for performance review areas not currently included in Best Financial Management Practice reviews. Consultants whose work would have been closely monitored by OPPAGA and the Auditor General would have conducted the studies. While the consultants would have conducted fieldwork, OPPAGA would have retained the authority to determine whether districts are meeting the best practices, which is needed to ensure statewide consistency.

Combining the two programs would eliminate overlap between the two types of reviews, simplify administration, resolve confusion among school districts about the reviews, and enable all school districts to participate.

OPPAGA's Home Page Contains More Information

Additional information on the Florida School District Performance Review Program, and OPPAGA's Best Financial Management Practice Reviews of school districts, is provided on the OPPAGA website, The Florida Monitor, at <http://www.oppaga.state.fl.us/>. The site provides information on the status of current and future Performance Reviews and Best Financial Management Practice Reviews of school districts.

OPPAGA provides objective, independent, professional analyses of state policies and services to assist the Florida Legislature in decision making, to ensure government accountability, and to recommend the best use of public resources. This project was conducted in accordance with applicable evaluation standards. Copies of this report in print or alternate accessible format may be obtained by telephone (850/488-0021 or 800/531-2477), by FAX (850/487-3804), in person, or by mail (OPPAGA Report Production, Claude Pepper Building, Room 312, 111 W. Madison St., Tallahassee, FL 32399-1475).

The Florida Monitor: <http://www.oppaga.state.fl.us/>

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Appendix A

Status of Recommendations: Hillsborough County School District

Appendix A provides OPPAGA's conclusions on the implementation status of each recommendation as of March 2000. Line 131, General Appropriations Act for 1999-2000 directed OPPAGA to evaluate (1) the recommendations from the performance reviews that have been implemented and (2) the cost savings realized from the performance reviews. If OPPAGA determined that school districts had not implemented specific recommendations, the law required that the districts specify why such recommendations were not implemented.

The district's report of estimated savings or costs are generally not comparable to the consultant's five-year projections for two reasons. First, the district's estimates are through March 2000, which represents slightly over two-and-half years of the five-year projections made by the consultant. In addition, the district implemented some recommendations on a schedule different than the schedule proposed by the consultant.

OPPAGA based its conclusions on a review of a district assessment, discussions with district staff, and documentation inspected during the course of the evaluation. "Implemented" and "Implementation Underway" include district actions that vary slightly from the recommended action, but generally address the problem described in the report. In these cases, "OPPAGA Comments" includes an explanation when the modification differs significantly from the original recommendation.

Consultant			OPPAGA	District	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
		(Cost)	As of March 2000		
Chapter 4: School District Organization and Management					
4-1	Rotate board meetings and/or workshops among school campuses. (p.4-6)		Not Implemented		District staff stated that the meeting location is centrally located and televised live. They indicated that the recommendation was not implemented due to potential problems associated with moving the meeting from the central office, including poor quality videos and potential delays in airing the meetings because of the technical limitations at remote locations.
4-2	Require assistant superintendents and staff to complete agenda item cover pages; include information on the cover page as to the board policy governing the action. (p.4-8)		Implemented		
4-3	Prepare more comprehensive and detailed minutes to support justifications of board action. (p.4-9)		Not Implemented		District staff stated that no change in the process was needed since the district can fulfill information requested from a board meeting from the minutes; every board meeting is taped and a summary written up.
4-4	Complete the comprehensive review and update of policies and procedures begun in January 1997. (p.4-12)		Implemented	(\$39,000)	The school board directed staff to complete a comprehensive review and update the policy and procedures manual. The district incurred an initial cost to conduct the review.

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
4-5	Develop a system for regular dissemination of new and revised board policies. (p.4-13)		Implemented	(\$7,500)	The district incurred costs to update and deliver bound versions of the board policies to all sites annually; the policies are also on-line.
4-6	Create an electronic system for updating and circulating the <i>Guidebook of Policies and Procedures</i> . (p.4-13)		Implemented		
4-7	Develop a comprehensive administrative procedure manual, which is updated regularly, maintained and circulated electronically. (p.4-15)		Implemented	(\$40,000)	The cost incurred by the district is based on the district's estimate of the cost of staff time spent linking each department procedure manual to the district's website and time spent on regular updating and maintenance of the site.
4-8	Hold administrators responsible and accountable for the prompt development of administrative procedures for their divisions. (p.4-15)		Implemented		
4-9	Use the analysis made annually by the Office of Assessment, Accountability and Evaluation as a source of data for identification of potential areas for policy changes in the fall of each year. (p.4-19)		Implemented		
4-10	Further reorganize the central office administration in the Hillsborough County School District (as of July 1998). (p.4-30)		Implemented		
4-11	Realign the reporting relationship so that general area directors report directly to the superintendent. (p.4-32)		Not Implemented		District administrators indicated that the district did not implement this recommendation because having the directors reporting directly to the superintendent would take too much of the superintendent's time.
4-12	Create a planning function within the Hillsborough County School District within the same organizational unit under one manager. (p.4-36)		Implemented		
4-13	Require that all central office/department budgets include a planning component which is linked to the superintendent and board priorities and supported through each office/department's budget request. (p.4-40)		Implemented		
4-14	Eliminate the position of director of Comprehensive Planning. (p.4-41)	\$432,800	Implemented	\$56,190	The district eliminated the position and has accrued only a small portion of the savings due to the timing of eliminating the position.
4-15	Hire a school board attorney. (p.4-44)	\$787,000	Not Implemented	\$0	District staff indicated that the nature of the legal cases drive costs and even if the district hired an attorney, specific services, such as real estate law, would still need to be contracted out.
4-16	Establish a board policy which limits the placement of a teacher on a special assignment for a maximum period of three years. (p.4-45)		Not Implemented		The district chose not to implement this recommendation. Staff indicated that the teachers on special assignment are needed to help school improve relative to the Sunshine State Standards.

Appendix A

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
4-17	Reduce teachers on special assignments by at least 50% beyond the superintendent's recommended level. (p.4-47)	\$3,278,240	Implemented	\$991,401	The district eliminated 12 teachers on special assignment (TSA) positions stating that it is not possible to arbitrarily eliminate 50% of the positions and maintain the integrity of the district's instructional programs. Additionally, the district explained that the consultants' projected cost savings was flawed because many TSA positions are funded through grants, and cutting those positions would not render a cost savings.
4-18	Design and implement a needs assessment for high school administrators and teachers as a basis for a districtwide program of in-service activities in the area of learning needs and developmental characteristics of ninth-grade students. (p.4-50)		Implemented		
4-19	Revise the position description for the area directors to include clear focus on instructional leadership and raising school achievement for all students. (p.4-51)		Implemented		
4-20	Encourage and require new and returning area directors to become knowledgeable about current K-12 research and practice in curriculum, instruction, and assessment. (p.4-54)		Implemented		
4-21	Reduce the amount of daily time area directors spend resolving parental concerns. (p.4-55)		Implemented		
4-22	Identify a five-year development plan for the full involvement of the instructional support personnel in the area offices. (p.4-57)		Implemented		
4-23	Create a strong, academically focused K-12 cluster identity with students, parents, and educators at the school level, and educators at the district level. (p.4-60)		Implemented		
4-24	Engage in a strategic planning process aimed at improving the district-level support provided to principals and School Improvement Teams. (p.4-67)		Implemented		
4-25	Revise the <i>Guidelines for School Improvement</i> to include a specific guideline about the inclusion of at least one goal of significance related to the state's <i>Goal 3: Student Performance</i> . (p.4-68)		Implemented	(\$168,000)	The district explained that eight of the recommendations (including No. 4-25) related to increasing assessment and evaluation activities. To meet the intent of all eight recommendations, the district hired additional staff and thus incurred the cost reported for recommendation No. 4-25.
4-26	Create a resource manual for School Improvement Teams focused on best practices. (p.4-70)		Implemented		

Consultant			OPPAGA Conclusions of Implementation Status	District Estimated Savings or (Cost)	OPPAGA Comments
No.	Recommendations	Projected Five-Year Savings or (Cost)			
4-27	Structure and implement a long-term study of decentralization through site-based and participatory management in the Hillsborough County School District. (p.4-76)		Implemented		
4-28	Revise the School Effectiveness Assessment procedures to include the involvement of the School Improvement Team conducting an analysis of the School Improvement Plan and of other effectiveness variables at the identified site. (p.4-78)		Implemented		
4-29	Revise the job description for principals in the Hillsborough County School District to include an accurate description of their current roles as educational leaders. (p.4-80)		Implemented		
4-30	Assist each principal to conduct a self-assessment with respect to the School Improvement Process and outline a personal plan for future in-service activities. (p.4-80)		Implemented		
4-31	Revise the Track 1, Track 2, and Track 3 Performance Assessment and Competency Development form and criteria. (p.4-84)		Implemented		
4-32	Expand the pilot performance appraisal project to create a multi-year evaluation cycle for principals. (p.4-89)		Implemented		
4-33	Develop a systematic way for area directors and principals to gather data about principal performance from personnel within the district who have different pieces of that information, and from constituent groups with whom the principals work, including school-based committees and parents. (p.4-89)		Implemented		
4-34	Revise the workshop notebook so that both materials and principals related to student achievement are scheduled as a visible priority. (p.4-91)		Implemented		
4-35	Revise the job descriptions for the three assistant principals positions (Curriculum, Administration, and Elementary Education) in the Hillsborough County School District. (p.4-93)		Implemented		
4-36	Study the financial and personnel impact of changing the procedures used to allocate teacher units to the elementary schools. (p.4-95)		Implementation Underway		
4-37	Revise the teacher evaluation procedure and criteria. (p.4-96)		Implemented		

Appendix A

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
Chapter 5: Educational Service Delivery					
5-1	Move the Early Childhood Unit from the Division of Supportive Services to the Division of Instruction in the proposed Department of Pre-K and Elementary Education. (p.5-12)		Not Implemented		The district did not move the division to the proposed Pre-K (Pre-Kindergarten) department. However, district staff stated the departments have been meeting informally for the purposes of aligning curriculum, improving support services, and ensuring program continuity.
5-2	Move the kindergarten supervisor to the proposed Department of Pre-Kindergarten and Elementary Education. (p.5-12)		Not Implemented		The district stated they want to retain pre-kindergarten programs in the Division of Supportive Services.
5-3	Eliminate the pre-kindergarten supervisor position in the Division of Support Services. (p.5-12)	\$304,800	Implemented	\$200,430	
5-4	Eliminate two secretarial positions. (p.5-12)	\$280,000	Implemented	\$84,204	
5-5	Assign one elementary general supervisor for each of the Area Director Offices. (p.5-16)		Implemented		
5-6	Combine the coordinator of Health Education with the supervisor of Physical Education position to create a supervisor of Physical and Health Education within the Department of Elementary Education. (p.5-17)	\$143,600	Implemented	\$117,475	The district implemented a modified version of this recommendation by eliminating the position of teacher on special administrative assignment for Science and coordinator of Elementary Health and creating a position of supervisor of Elementary Science and Health. However, the district did not add the grants clerk recommended in the report, which had an additional savings associated with it.
5-7	Combine the positions of supervisor of Music and the position of coordinator of Visual and Performing Arts into one supervisor position and also the position of supervisor of Mathematics and teacher on special assignment for Science into another supervisor position. (p.5-18)	\$460,000	Implemented	\$56,000	The district did not combine the positions as recommended and retained the position of coordinator of Elementary Art but assigned additional responsibilities to the position including those associated with being department contact for new and renovated schools. The district realized a cost savings by eliminating a secretarial position as recommended by the consultant.
5-8	Combine the Middle and High School Units and have them report to the same general director. (p.5-29)		Not Implemented		District staff asserted that implementing this would negatively affect the instructional program and the academic performance of students by placing additional demands on instructional division staff.
5-9	Move the supervisor of Records and Academic Advisement, Home Education and Data Prep to the Department of Middle and Secondary Education. (p.5-30)	\$2,294,000	Implemented	\$0	The district reorganized and moved the position. However, the district did not follow the strategies for the move as recommended by the consultant, therefore the district did not incur any of the projected savings.
5-10	Develop the capacity for cost-benefit analyses through joint utilization of business and program evaluation staff. (p.5-37)		Implementation Underway		

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
5-11	Shift evaluation of school improvement process to include not only compliance with state and district requirements but also to focus on enhanced analysis of problems and more targeted matching of identified problems with research-based solutions. (p.5-38)		Implemented		
5-12	Monitor the placement of at-risk students in ESE programs. (p.5-41)		Implemented		ESE refers to exceptional student education.
5-13	Expand the FUSE program and put a procedure in place to identify and track students receiving services within the co-teaching delivery model. (p.5-42)		Implemented		FUSE, Florida Uniting Students in Education, is a collaborative effort between Hillsborough County School District and the University of South Florida Department of Education to better serve students with disabilities.
5-14	Develop an evaluation plan for all ESE programs. (p.5-44)		Implemented		
5-15	Change the gifted summer program from a free to a fee-based program and hire a coordinator to market and administer the program. (p.5-47)	\$3,301,381	Not Implemented	\$0	The district stated the program is funded with money generated by the Florida Education Finance Program (FEFP). The funds generated by the full-time equivalent students in the program are sufficient to pay for summer school. According to district administrators, charging fees for the summer program would jeopardize its eligibility to receive state funding.
5-16	Reclassify the general director position to a director of Title I and move the Title I unit from the Division of Supportive Services to the Division of Instructional Services. (p.5-51)	\$103,488	Not Implemented	\$0	The district decided not to implement the recommendation, in part due to the magnitude of the Title I program.
5-17	Collect and analyze parent sign-in sheets and other documents to assess and track parental involvement. (p.5-52)		Implemented		
5-18	Combine Magnet Schools, Alternative Education, ESOL, and Summer School programs under a new unit called Non-Traditional and Extended Year Programs. (p.5-57)		Implemented	\$10,813	The district explained it will save \$27,003 over five years by combining the programs, including ESOL (English for Speakers of Other Languages), and have calculated the savings for the two years the programs have been combined.
5-19	Coordinate with the Department of Assessment, Accountability, and Evaluation and implement a needs assessment of ESOL programs. (p.5-58)		Implemented		
5-20	Combine the supervisor of Community Education with the supervisor of Adult Secondary Education and rename the position supervisor of Adult Community and Secondary Education (Exhibit 4-45). (p.5-65)		Implemented	\$451,086	The district stated that a modified version of the recommendation was implemented and reorganization of the Department of Adult and Community Education eliminated two supervisor positions and one coordinator position. After extensive review the district determined that the remaining three supervisor positions do not overlap responsibilities in the instructional service delivery areas.

Appendix A

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
5-21	Restructure the coordinator of Science and Social Studies positions to provide general services including Language Arts, Mathematics, Science and other curriculum assistance as needed. (p.5-65)	\$528,600	Implemented	\$96,250	The restructuring resulted in downgrading, but not decreasing the total number of positions discussed. Therefore, the savings realized represents savings accrued from net effect of downgraded positions.
5-22	Eliminate three secretarial or clerk positions. (p.5-67)	\$420,000	Implemented	\$56,000	The district eliminated the secretary positions, however, several positions are funded through grants or federal money and cannot be eliminated without losing the funding.
5-23	Place the Guidance Unit in the Department of Physical/Mental Health and Social Services. (p.5-71)		Not Implemented		The district reorganized in September 1999 but did not meet the intent of the recommendation.
5-24	Eliminate the Department of Special Instructional Services Administration and positions of director of Special Instructional Services Administration and executive secretary. (p.5-75)	\$401,600	Implemented	\$0	The district administrators stated the Department of Special Instructional Services Administration has been eliminated. However, the positions of director and executive secretary have been transferred to the Division of Administration along with the responsibilities.
5-25	Prioritize textbook and media needs based upon a comprehensive needs assessment. (p.5-79)		Implemented	(\$972)	
5-26	Determine the cause of the wide difference in library book to pupil ratios from school to school in the district. (p.5-81)		Implemented		
5-27	Implement a plan to provide additional library books or other resource materials for students who attend schools that have extremely low book-to-pupil ratios. (p.5-82)		Implemented		
5-28	Continue to review the cost benefits of outsourcing all or portions of the Central Printing operation. (p.5-87)		Implemented		
5-29	Consolidate or eliminate the ROSSAC Duplication Center as part of the Central Printing operation and implement the marketing recommendations. (p.5-89)		Implementation Underway		ROSSAC is the Raymond O. Shelton School Administrative Center (the district's central office).
5-30	Utilize the existing Document Duplication Task Force to conduct a comprehensive study of the total printing services and related activities in the Hillsborough County School Board. (p.5-91)	\$1,010,000	Implemented	\$0	The district incurred no cost savings by implementing this recommendation. District staff indicated that the consultant report recommended conducting a study but did not elaborate on how the estimated savings were to be achieved.
5-31	Develop and distribute a formal Central Printing Services Guide throughout the district. (p.5-92)	(\$1,500)	Implemented	(\$1,500)	

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
Chapter 6: Personnel Management					
6-1	Eliminate the vacant positions of supervisor of Risk Management and Safety. (p.6-6)	\$428,000	Implemented	\$0	The district merged two offices and basically deleted one and created another.
6-2	Eliminate the position of supervisor of Employee Relations. (p.6-7)	\$342,400	Not Implemented	\$0	Since the district eliminated of the position of supervisor of Compensation, many of those job responsibilities transferred to the supervisor of Employee Relations making it impossible to eliminate this position.
6-3	Eliminate the position of supervisor of Instructional Personnel. (p.6-8)	\$342,400	Not Implemented	\$0	The district stated that the position had been re-titled. The indicated position title has been deleted, and a new title added—supervisor of Personnel Placement.
6-4	Establish criteria for the “supervisor” position classification that clearly distinguishes this position from other management positions. (p.6-9)		Implemented		
6-5	Eliminate the secretary III position assigned to the supervisor of Risk Management and Safety. (p.6-11)	\$121,320	Not Implemented	\$0	The district stated that the position had been re-titled. The indicated position title has been deleted, and a new title added—personnel aide.
6-6	Eliminate two area secretary III positions and replace them with clerical positions by assigning one secretary to the supervisors of Areas I and II and one secretary to the supervisors of Areas III and IV. (p.6-12)	\$10,060	Implemented	\$0	The district administrators explained that the secretary positions were changed to clerical positions. However, there are six areas supervisors and there needs to be one clerical person for each pair of supervisors.
6-7	Establish criteria for the “secretary” position that clearly defines the difference between secretary and clerical positions and the criteria for managers to be assigned personal secretaries. (p.6-13)		Implemented		
6-8	Develop a personnel handbook for employees. (p.6-15)	(\$2,500)	Not Implemented	\$0	The district stated their attorney advised against publishing a personnel handbook for employees because all appropriate policies and procedures are published in labor contracts and the policy and procedures handbooks.
6-9	Evaluate the feasibility of incorporating electronic imaging technology within the priorities of the Hillsborough County School District. (p.6-17)		Implemented		
6-10	Review, simplify or purge, and place all Human Resources forms in a database accessible to all Human Resource staff, principals, and other district administrators. (p.6-20)		Implementation Underway		
6-11	Assign the position control process to the Division of Human Resources’ area supervisors for their respective areas. (p.6-21)		Implementation Underway		
6-12	Organize a systematic recruitment plan with goals and measurable objectives. (p.6-22)		Implemented		

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Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
6-13	Conduct an annual salary study and examine budgetary alternatives to determine if average teacher salaries should be increased to be more in line with the state and comparison district averages. (p.6-27)		Implemented		
6-14	Implement a 360-degree evaluation model to provide a more comprehensive appraisal system for the evaluation of central office administrators. (p.6-30)		Implementation Underway		
6-15	Implement a 360-degree evaluation model for principals. (p.6-33)		Implementation Underway		
6-16	Shift staff development effectiveness measures from short-term satisfaction measures to long-term outcome measures that are related to changes in staff behavior and improvements in system performance. (p.6-36)		Implemented		
6-17	Employ alternative training delivery systems, whenever appropriate, including web-based instruction, electronic bulletin boards, videotapes, and other self-directed, technology-based delivery systems to minimize disruptions to school. (p.6-37)		Implementation Underway	(\$200,000)	District administrators stated that the district incurred costs associated with video conferencing and video training in order to enable teachers to remain on site while training.
6-18	Enhance the concept of staff development with the concept of performance support. (p.6-38)		Implementation Underway		
Chapter 7: Community Involvement					
7-1	Revise the bylaws of the Hillsborough Education Foundation Board of Directors to include some representatives from parent/teacher organizations, the teachers' union, and district administrators. (p.7-11)		Not Implemented		The board did not implement this recommendation. District administrators indicated that the foundation was opposed to revising the by-laws.
7-2	Identify the Hillsborough Education Foundation as the central point for requesting and receiving business support and all monetary donations to the district. (p.7-13)		Implemented		
7-3	Intensify intergenerational efforts by recruiting and training additional volunteers from the older population in Hillsborough County. (p.7-20)		Implemented		
7-4	Clarify the lines of command and roles and responsibilities between serve, the foundation, and the district, and evaluate services provided by SERVE volunteers. (p.7-21)		Implemented		
7-5	Fully implement a school volunteer program at each school in Hillsborough County. (p.7-23)		Implemented		
7-6	Review the multiple collaborations with outside organizations annually to assess their expected outcome and benefit to students, teachers, parents, and schools. (p.7-30)		Implementation Underway		

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No.	Recommendations	(Cost)	As of March 2000		
7-7	Change the Office of Community Coordination to the Office of Community Relations. (p.7-32)	\$41,200	Implemented	\$0	The district explained that the office was changed to the new title but no cost savings has resulted.
7-8	Establish a districtwide central parent involvement program that is comprehensive and targets all parents of all students at all schools. (p.7-43)		Implemented		
7-9	Continue working with the Hillsborough Tomorrow project to disseminate information about the district to these committed civic activists and to listen to complaints, ideas, and feedback regarding the district's operations. (p.7-51)		Implemented		
7-10	Develop a proactive communications plan for the Hillsborough County School District. (p.7-51)		Implemented		
7-11	Board meetings of the district should be conducted at sites throughout the community (also see Section 4.1, Recommendation 1). (p.7-52)		Not Implemented		District staff stated that the meeting location is centrally located and televised live. They indicated that the recommendation was not implemented due to potential problems associated with moving the meeting from the central office, including poor quality videos and potential delays in airing the meetings because of the technical limitations at remote locations.
7-12	Survey Hillsborough County businesses to assess the image of the Hillsborough County School District, the graduates it sends into the local workforce, and the district's responsiveness to area business needs. (p.7-53)	(\$14,000)	Implemented	(\$5,000)	Instead of contracting the survey to a third party, the district does it internally to save money.
7-13	Create the Office of Community Affairs in the Hillsborough County School District. (p.7-57)	\$325,000	Implemented	\$0	The district created the Office of Public Affairs and Community Relations to meet the intent of the recommendation. The district achieved no cost savings because it eliminated one position but added another in its place.
7-14	Increase press releases as part of an ongoing and aggressive external public relations campaign to harness the confidence of the public, particularly those disenchanted with public education. (p.7-62)		Implemented		
7-15	Create a logo for the Hillsborough County School District to be used in all district business, letterhead stationery, business cards, and publications. (p.7-65)		Implemented		

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Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
Chapter 8: Facilities Use and Management					
8-1	Reorganize the Division of Operations as follows: <ul style="list-style-type: none">change the Department of Planning and Construction to the Department of Design and Construction;eliminate the Department of Special Projects and include this function within the Department of Design and Construction under the direction of a coordinator;move the Furniture Repair from the Division of Administration to the Maintenance Division of the Division of Operations; andmove custodial services to the Division of Operations.	\$132,000	Implemented	\$0	The district conducted a comprehensive review of how the major non-instructional departments are organized and assigned to the operational divisions. As a result of that review, the district is taking steps to reorganize in a way that will result in more efficient and effective operations and greater potential for future cost savings while still meeting the intent of the recommendation.
8-2	Relocate the Facilities Compliance function under the responsibility of the director of Risk Management. (p.8-6)		Implemented	\$39,522	District administrators stated that a cost savings was achieved when the position of supervisor of Risk Management was eliminated and pay grades were shifted.
8-3	Develop a formal process that calls for staff and community participants to use and adapt the educational specifications as a part of the basis for planning and designing specific projects. (p.8-14)		Implemented	\$7,098,310	The district had community participants form user teams to review the schools to make recommendations to reduce costs by changing the educational specifications for new schools and for remodeling or making additions to existing schools. The district relied on a users group to come up with a prototypical design to be used more than once.
8-4	Implement a formal prioritization process for determining the highest need, whether they are new projects, renovations, and/or additions. (p.8-15)		Implemented		
8-5	Establish a policy on the use of temporary facilities that will provide the criteria for need and establish limits on the total amount of temporary space at a particular facility. (p.8-22)		Implemented		
8-6	Implement a multi-track, year-round calendar at 10% of the identified severely crowded elementary schools. (p.8-23)		Not Implemented		The district held meetings at the 52 critically overcrowded schools, and no school recommended the district consider a multi-track, year-round calendar. The district is still offering a multi-track schedule to schools as an option to relieve overcrowding.

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No.	Recommendations	(Cost)	As of March 2000		
8-7	Implement the following cost saving measures with a goal of providing quality facilities at a cost reflecting the average construction costs for building in the Tampa area. (p.8-26)	\$2,200,000	Implemented	\$5,069,552	The district stated that value engineering was implemented by a construction manager instead of a team of independent consultants. District administrators indicated that the way they implemented this recommendation resulted in additional efficiencies than anticipated by the report and, thus, more cost savings.
8-8	Develop performance work standards for commonly repeated work tasks and increase staff efficiency. (p.8-36)	\$3,301,000	Implemented	\$0	District administrators expressed that cost savings were hard to estimate. The district administrators have not hired as many new staff, but cannot reliably estimate how much has been saved.
8-9	Use the present work order tracking software to track response time to work order requests by all service areas. (p.8-37)		Implemented		
8-10	Develop district-wide performance standards for custodians by which area supervisors can evaluate the condition of schools and principals can evaluate the performance of custodians. (p.8-40)		Implemented		
8-11	Establish a mandatory, standardized training program for all custodial staff which is based on performance standards. (p.8-41)		Implemented		
8-12	Adjust the Hillsborough County Public Schools custodial staffing model so that the overall average is approximately one custodian per 19,000 gross square feet of space. (p.8-46)	\$6,480,000	Not Implemented	\$0	District staff stated the current custodial allocation formula used by the district is derived from the Florida Department of Education (DOE) study released in the mid-1970s. According to district staff, the district actually met and exceeded the industry standard at 19,712:1. However, the discrepancy is that the consultant analysis did not take into consideration all square footage that custodial staff maintain outside the school, such as playgrounds, sidewalks, and parking lots.
8-13	Create a passive order system for custodial supplies and standardize the type and amount of custodial supplies used by each school. (p.8-47)	\$561,150	Not Implemented	\$0	The district stated that custodial supplies are already standardized at the warehouse level.
8-14	Employ a technical assistant to the supervisor of the Energy Management Program who will provide analysis of current data being collected and for new programs being proposed. (p.8-55)	\$1,200,000	Not Implemented		The district decided not to hire this individual.
8-15	Employ a full-time conservation educator to conduct an intensive education program throughout the school district. (p.8-58)	\$1,188,800	Implemented	\$475,520	The district administrators stated that the savings resulted from turning off lights and computer monitors.
Chapter 9: Asset and Risk Management					
9-1	Close inactive bank accounts, consolidate the number of active bank accounts, and explore the use of zero balance accounts to maximize interest income. (p.9-4)		Implemented		

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Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
9-2	Develop annual consolidated cash flow statements as a means of enhancing cash flow forecasting and planning activities. (p.9-5)		Implemented		
9-3	Consolidate Risk Management and Facilities Compliance inspection functions. (p.9-15)	\$168,960	Implemented	\$0	The savings for this recommendation are reflected in recommendation 8-2. The district consolidated inspection operations into one department and downgraded a vacant safety coordinator position to a safety specialist.
9-4	Implement lower cost health plan alternatives as a means of containing health insurance costs. (p.9-23)	\$5,673,000	Implemented	\$3,878,400	
9-5	Develop a plan to provide adequate funding to ensure the financial soundness of the self-insured workers' compensation internal fund. (p.9-27)		Implemented		
9-6	Reorganize the department to reduce the management to staff ratio and combine similar functions. (p.9-34)	\$218,960	Implementation Underway	\$43,844	The district has realigned the department and has achieved the cost savings by combining the responsibilities of two positions into one. Also, the district has contracted with the Florida Association of District School Superintendents to review staffing, job descriptions, functions, and procedures of the department to make recommendations about restructuring.
9-7	Revise the district's property capitalization and monitoring policy to reference the state requirements for capitalizing equipment and capital outlay items and incorporate the revised policy into the <i>Guidebook of Policies and Procedures</i> . (p.9-36)		Implemented		
9-8	Make necessary changes to hardware and software to correct systems problems and resume the use of bar coding. (p.9-37)	\$135,894	Implemented	\$0	The district staff explained that although the district achieved greater efficiency by implementing bar coding as recommended, it did not cut staff because they are still needed for annual inventories. Thus, the district did not achieve the cost savings described in the consultant report.
9-9	Develop benchmarks and standards for evaluating the performance of property control clerks. (p.9-38)		Implemented		
9-10	Revise inventory reports to include statistics assessing compliance with all policies and procedures. (p.9-43)		Implemented		
9-11	Develop a method to communicate available surplus property throughout the district. (p.9-44)		Implementation Underway		
9-12	Develop an internal audit program for MIS to ensure the safeguarding of software. (p.9-45)	(\$4,900)	Implementation Underway		The district is in the process of implementing a software system that will implement this recommendation.

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
Chapter 10: Financial Management					
10-1	Revise the format of the official budget document to include more relevant information for readers. (p.10-9)		Implemented		
10-2	Produce and distribute user-friendly budget and financial reports on a monthly basis. (p.10-11)		Implemented		
10-3	Prepare and submit the Hillsborough County School District annual budget document to the GFOA, ASBO, or both organizations for professional certification. (p.10-13)		Implementation Underway		
10-4	Strengthen budgetary control in the district. (p.10-14)		Implementation Underway		
10-5	Document procedures and develop an administrative procedures manual. (p.10-16)		Implementation Underway		
10-6	Track necessary payment information through the automated payment system. (p.10-18)		Implemented		
10-7	Eliminate the step to include remittance advises with payment. (p.10-19)		Implementation Underway		
10-8	Eliminate the requirement for a signed affidavit for issuance of accounts payable replacement checks. (p.10-20)		Implemented		
10-9	Track performance measures such as number and dollar amount of invoices processed. (p.10-21)		Not Implemented		The district stated the supervisor of accounts payable looks at the number of payments made by each clerk and not dollar amount.
10-10	Modify the automated payment system to allow for on-line research capabilities and to display encumbered balances remaining on the payable system data entry screen. (p.10-22)		Implemented		
10-11	Eliminate three clerks positions from the Accounts Payable Department. (p.10-23)	\$328,000	Not Implemented		\$0 The district stated they will be adding 20+ schools in the next few years which will require adding staff.
10-12	Separate the journal entry function from the reconciliation function for the controlled disbursement accounts and for the internal general ledger accounts. (p.10-25)		Implemented		
10-13	Eliminate paper leave forms. (p.10-26)		Not Implemented		The district indicated that it did not implement this recommendation because it believed that s. 231.40(3)(b), F.S., requires paper leave forms. The consultant report acknowledged that the state requires that all employees sign for leave taken. However, the report recommended that providing a computer-generated report of leave taken and having employees sign this report on a monthly basis could fulfill the state's requirement.

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Consultant			OPPAGA	District	OPPAGA Comments
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No.	Recommendations	(Cost)	As of March 2000		
10-14	Streamline the manual check process and use the local area network (LAN) to avoid keying information multiple times. (p.10-27)		Implementation Underway		
10-15	Develop and implement a procedure or guideline on issuing manual payroll checks. (p.10-28)		Implemented		
10-16	Eliminate the folding of payroll checks before distribution. (p.10-30)		Not Implemented		The district stated the schools want folded checks to provide certain level of confidentiality and efficient distribution.
10-17	Transfer the processing of all mailed paychecks to the mailroom. (p.10-30)		Not Implemented		The district did not see a need to implement this recommendation. The district stated the mailroom used to be responsible for postmarking paychecks but to address delays in processing the checks, the district transferred responsibility for postmarking the checks to the Payroll Department.
10-18	Include the route number on all payroll checks and perform automatic dual sort for both location and route numbers. (p.10-31)		Implementation Underway		
10-19	Review causes and develop procedures to prevent overpayments. (p.10-32)		Implementation Underway		
10-20	Assess current policies regarding employee overpayment reimbursement and implement procedures to more efficiently manage the payroll deduction process. (p.10-33)		Implementation Underway		
10-21	Allow for on-line capabilities for employees in the Payroll Department. (p.10-34)		Implemented		
10-22	Modify the payroll program to print detailed payment information on the check stub. (p.10-36)		Implemented		
10-23	Eliminate two payroll clerk positions over the next three years. (p.10-37)	\$295,806	Not Implemented	\$0	The district stated the Payroll Department has 13 positions as is recommended but during the performance review, two staff members were on a long-term leave of absence and incorrectly attributable to the department. Temporary employees filled their positions so data showed 15 staff members that included the 2 on leave and the 2 temporary employees. When the staff returned from leave, the temporary employees left.
10-24	Develop training for all district employees in the schools responsible for reporting FTE attendance and program expenditures to reduce the level of errors. (p.10-39)		Implementation Underway		
10-25	Evaluate options for improving the efficiency of preparing the annual program cost report. (p.10-42)		Implementation Underway		
10-26	Upgrade the equipment and software systems used at each school site to allow for streamlined automated functions. (p.10-45)	(\$70,000)	Implemented	(\$79,000)	
10-27	Increase the number and frequency for FTE audits at schools. (p.10-47)		Implemented		

Consultant			OPPAGA	District	OPPAGA Comments
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10-28	Relocate the Internal Audit function to report to the superintendent (or school board) to ensure independence in the special audit function. (p.10-48)		Not Implemented		The district stated the recommendation is not practical and implementing it will not ensure the independence of the Internal Audit function.
10-29	Create a function of Technology Specialist for the Finance and Accounting Department. (p.10-49)		Not Implemented		The district changed the title of the programmer analyst, but no new functions were assigned to this person.
10-30	Schedule technology classes for employees at the Leary Center, an adult education facility run by the school district. (p.10-51)		Not Implemented		District opted to keep the things as they were since other facilities have computer labs and the Leary Center is not equipped.
10-31	Eliminate the Word Processing unit. (p.10-52)	\$469,460	Not Implemented	\$0	The district stated they have only one secretarial unit and implementing this recommendation is not necessary.

Chapter 11: Administrative and Instructional Technology

11-1	Create a career progression plan for programmers. (p.11-3)		Not Implemented		The district stated they could not unilaterally do it for one unit and that the unions would want this for every unit.
11-2	Phase out the data entry function and streamline operations by implementing the on-line payroll attendance application districtwide and by developing on-line applications for the entry of the remaining financial and personnel data currently being entered by Data Entry. (p.11-5)	\$491,940	Implementation Underway	\$25,000	The district explained that there is one person working on the payroll entry function and the implementation of the new data system will further streamline the process.
11-3	Create two additional computer programmer positions for new applications development to address the projects in backlog such as the on-line warehouse requisition system and the unit allocation system. Additionally, create a Request for Proposal (RFP) for contract programming services. (p.11-7)		Implemented		
11-4	Create an additional MIS help desk position to support new applications such as on-line payroll attendance reporting and to provide additional training classes and support for existing applications such as the student record application. (p.11-8)	(\$116,600)	Implemented	\$0	The district created the additional position as recommended. However, the position was filled with an existing employee and resulted in no cost to the district.
11-5	Combine the two network support units into a single unit reporting to a Systems/Procedures Analyst position within Technical Support (soon to be made available due to an impending retirement). (p.11-9)		Implemented		
11-6	Create a MIS Steering Committee, develop a MIS strategic plan, and implement a mechanism to include mainframe computing and district networking equipment within the district's capital budgeting process. (p.11-13)		Implemented		
11-7	Develop a comprehensive disaster recovery and contingency plan for the data center and the on-line network. (p.11-14)		Implemented		

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Consultant			OPPAGA	District	OPPAGA Comments
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No.	Recommendations	(Cost)	As of March 2000		
11-8	Perform a Comprehensive Business Process Re-Engineering (BPR) study of the functions being performed in the finance, personnel, and payroll areas and implement new core business applications with appropriate supporting technologies to streamline operations and improve productivity. (p.11-17)		Implementation Underway		
11-9	Acquire additional mainframe disk capacity necessary for the conversion effort and, if necessary, issue an RFP for contract programming services. (p.11-19)	(\$35,000)	Implemented	(\$23,000)	
11-10	Assign to the MIS Steering Committee the responsibility for identifying executive decision support reporting needs and to evaluate and select the appropriate query tools and data warehouse technology components. (p.11-20)		Implementation Underway		
11-11	Develop a Request for Proposals (RFP) for total privatization of technology repair and maintenance services. (p.11-30)		Not Implemented		The district indicated it had extensive experience with the process and a request for proposals for total privatization is not an effective use of time and resources. The district stated it will continue to review all aspects of Maintenance and Technical Support to find appropriate opportunities for outsourcing.
11-12	Authorize the Technology Coordinating Committee to assume more of the responsibility for providing oversight for instructional technology operations in the district. (p.11-32)		Implemented		
11-13	Establish computer acquisition standards that ensure Hillsborough County schools will acquire only state-of-the-art computers, thereby maximizing the useful life of new equipment. (p.11-35)		Implementation Underway		
11-14	Develop an equipment replacement policy. (p.11-36)		Not Implemented		The district stated that responsibility for specific equipment replacement decisions resides with school administrators, who must plan using a five-year time line.
11-15	Establish a process for developing recommended lists of instructional courseware which will facilitate school-based selections. (p.11-38)		Implemented		
11-16	Establish a standard for productivity software for use throughout the district. (p. 11-39)		Implemented		
11-17	Devise a means of addressing the equitable distribution of technology among Hillsborough County schools as called for in Recommendation 1 of the district's Five-Year Technology Plan.		Implemented	Unknown	

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11-18	Implement a component in the performance evaluation of principals which evaluates school administrators on the degree to which their students have access to technology. (p.11-42)		Not Implemented		The district stated that part of the principal's personnel evaluation generally correlates to the principal competencies, and the district chose not to revise the evaluation as recommended in the consultant report.
11-19	Devise a means of providing school-based technology support positions as called for in Recommendation 7 of the district's Five-Year Technology Plan. (p.11-47)		Implementation Underway		
11-20	Initiate steps to reduce the number of e-mail systems in use in the schools. (p.11-48)		Implemented		
Chapter 12: Purchasing					
12-1	Incorporate corrections and enhancements identified by users into the on-line purchasing system to allow for maximum efficiency. (p.12-3)		Implementation Underway		
12-2	Develop and implement new procedures for approving changes to blanket purchase orders and to monitor compliance with new procedures. (p.12-6)		Implementation Underway		
12-3	Increase the threshold for issuing competitive sealed bids to meet the state threshold. (p.12-7)		Implemented		
12-4	Implement procurement cards in lieu of telephone purchase authorizations and field purchase orders. (p.12-8)	\$59,816	Implementation Underway	\$0	The Hillsborough County School District (HCSD) has been meeting with several other school districts about the merits of a purchasing card. HCSD will determine if it will implement this recommendation after more information is collected.
12-5	Consolidate the vendor and bidder lists into one database. (p.12-10)	\$59,812	Implementation Underway	\$0	The district is transferring the responsibility of the lists to a private firm.
12-6	Implement a procedure to withhold payments to vendors until all required information is provided to the district. (p.12-11)		Implemented		
12-7	Reengineer purchasing procedures to eliminate unnecessary solicitations, yet ensure compliance with district, state, and federal policies and regulations. (p.12-13)		Implemented		
12-8	Continue to research and implement new methods for distribution of RFPs. (p.12-14)	\$15,500	Implemented	\$0	The district is transferring the responsibility of the list to a private firm. An RFP is a Request for Proposal.
12-9	Revise the warehouse catalog to serve as both a requisition form and a catalog. (p.12-17)	\$190,652	Implementation Underway	\$0	The implementation of this recommendation is pending a recommendation by a district-assembled committee that is reviewing the current software capabilities on the market.
12-10	Develop a fleet replacement plan for warehouse trucks. (p.12-21)		Implemented		

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		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
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12-11	Implement a Passive Order System for routine supplies. (p.12-24)	\$687,360	Implementation Underway	\$0	The implementation of this recommendation is pending a recommendation by a district-assembled committee that is reviewing the current software capabilities on the market.
12-12	Acquire a racking system for the central warehouse. (p.12-27)	\$148,619	Implemented	(\$104,198)	The district purchased a racking system, but it has not realized a cost savings to date.
12-13	Comply with board policy and operate the warehouse as an independent intergovernmental school service system. (p.12-29)		Not Implemented		The district stated this recommendation suggests the district follow its current practice. Therefore, no action was needed.
12-14	Implement the proposed model of allocating copiers to campuses within the district. (p.12-31)		Implemented		
12-15	Develop a replacement plan for copiers. (p.12-32)		Implemented		
12-16	Establish an Internal Service Fund in the Office Machine Repair Department to recover the cost of providing copiers and repair services to campuses and departments. (p.12-33)	\$2,806,200	Not Implemented	\$0	The district stated that implementing this recommendation would result in additional paperwork, which would outstrip the savings anticipated by the consultant.
Chapter 13: Transportation					
13-1	Expand the use of public transit to other low-density programs such as activity buses used for satellite locations. (p.13-27)	\$1,017,000	Not Implemented	\$0	The district considered this recommendation but did not implement for several reasons. For example, public transit system had inaccessible bus stops, contradictory dismissal times and stop/transfer times, no available supervision at transfer sites and the potential to discontinue service if demand were not sufficient.
13-2	Continue to reduce the approximately 2,600 students currently being bused under the non-funded, two-mile limit and consider charging a fair and equitable cost to parents. (p.13-28)	\$62,400	Implementation Underway	\$76,800	
13-3	Utilize more consistent safety awareness posters and literature placed in strategic locations throughout the Transportation Department. (p.13-31)	(\$5,850)	Implemented	\$0	The district explained that Occupational Safety and Health Administration posters are hung in the garages, newsletters are issued every month, and safety tips have been more publicized.
13-4	Develop enhanced key indicators to measure and monitor performance. (p.13-32)		Implemented		
13-5	Establish formal annual and five-year department goals and objectives in collaboration with staff. (p.13-33)		Implemented		
13-6	Establish payroll reduction to cover the initial out-of-pocket cost for new bus drivers to minimize a key negative element in hiring. (p.13-35)		Implemented		

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
13-7	Retain the Budget Advisory Task Force as an ongoing active resource to annually reassess transportation operations. (p.13-36)		Implemented		
13-8	Consolidate and eliminate documents which are redundant or unnecessary and create master folders for vehicles and employees. (p.13-38)		Implemented		
13-9	Eliminate the assistant director position and transfer the responsibilities to other managers/supervisors within the department. (p.13-52)	\$355,000	Not Implemented	\$0	The district stated that the position of assistant director is vital to accomplishing the mission of the department.
13-10	Recruit more aggressively to fill bus driver and substitute assignments on a regular basis. (p.13-54)		Implemented		
13-11	Purchase and implement automated scheduling. (p.13-58)	\$3,492,000	Implemented	\$0	The district implemented this recommendation this year and has not realized a cost savings yet.
13-12	Establish a formal process to maintain management information to track all telephone calls received at the central location and other satellite locations. (p.13-60)		Implemented		
13-13	Develop two bus compounds in stages on the two parcels of property currently owned by the Hillsborough County School District. (p.13-67)	\$1,347,720	Not Implemented	\$0	The district stated implementation of this recommendation would be costly.
13-14	Approve the Transportation Department's 1997-98 budget request to reduce the ratio of security cameras currently maintained on school buses. (p.13-69)		Implemented		
13-15	Annually evaluate the opportunities for outsourcing of transportation services. (p.13-71)		Implemented		
13-16	Upgrade the existing SHOP-NET System to improve the efficiency and effectiveness of the transportation maintenance repair tracking system. (p.13-72)	(\$71,000)	Implementation Underway	\$0	The district administrators have explored the possibility of upgrading SHOP Net, but the new version does not look like it is adequate. However the district is going to be standardizing a districtwide system, which will have a vehicle maintenance component.
13-17	Implement formal ASE certification requirements supported by incentives to upgrade the level of mechanic qualifications. (p.13-73)	(\$78,947)	Not Implemented	\$0	ASE is a nationally recognized professional certification for mechanics. The district opted to continue to require Florida DOE Certified School Bus Inspectors Certification. However, the district indicated that the attainment of the additional ASE certification would be considered a positive factor in promotion decisions.

Appendix A

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or (Cost)	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
13-18	Establish a comprehensive fleet management and maintenance program, which incorporates all district vehicles and assigns the full responsibility and accountability to the Transportation Department. (p.13-76)		Implementation Underway	\$416,304	The district explained it achieved a cost savings by using a vehicle replacement schedule for older vehicles that require large or expensive repairs are taken out of service as needed, when repairs cost more than the current market value of the vehicle, doing maintenance and repairs are scheduled in conjunction with work schedules using the Transportation Department's maintenance facility at Vehicle Maintenance, and having each department or division maintain the responsibility for the management of their fleet, but refers specific vehicles to Vehicle Maintenance for repair or preventive maintenance.
13-19	Upgrade the current fueling system at the existing sites. (p.13-79)		Implemented		
13-20	Provide training to principals on school bus referrals and provide written clarification and instructions on how to properly complete the referral document. (p.13-83)		Implemented		
Chapter 14: Food Service					
14-1	Increase student lunch participation at district cafeterias by increasing the number of lunch periods, increasing the length of lunch periods, and expanding promotions and points of service. (p.14-15)	\$216,000	Implementation Underway	\$201,360	
14-2	Increase student breakfast participation for students eligible to receive free breakfasts at district cafeterias by increasing the length of breakfast periods, allowing students sufficient time to eat breakfast, and implementing innovative promotional programs. (p.14-20)	\$114,500	Implementation Underway	\$0	The district was not able to report a cost savings since it is still in the process of implementation.
14-3	Eliminate one-half of the district's dining room aide positions. (p.14-23)	\$1,643,200	Not Implemented	\$0	The district stated that principals, assistant principals for elementary instruction, and teacher aides should focus on the academic attainment of students, not lunchroom duty.
14-4	Discontinue providing free meals to all custodial staff at district campuses. (p.14-25)	\$308,000	Not Implemented	\$0	The district stated the food served to these individuals would be thrown out at end of day, if it was not saved for custodial staff.
14-5	Discontinue providing free employee benefits to positions that are classified as part-time. (p.14-27)	\$1,875,000	Not Implemented	\$0	The district stated it currently has 182 vacancies in kitchens and eliminating the benefits would make the situation worse.
14-6	Discontinue the practice of extending credit for meals served to students. (p.14-30)	\$165,600	Not Implemented	\$0	The district stated it will not allow children to go without lunch because their parents forget to give them money.

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
14-7	Resume the use of kitchen dishwashers at some district kitchens to reduce the costs associated with disposable serving products. (p.14-33)	\$666,000	Not Implemented	\$0	The district stated it would not be financially reasonable to implement this recommendation.
14-8	Discontinue separate staff menus and separate staff serving lines. (p.14-36)		Not Implemented		The district stated the elimination of separate menus and serving lines would greatly reduce staff participation thereby reducing this valuable revenue source (\$2.3 million school year 1996-97) and reducing the support for the program.
14-9	Improve the space utilization of the warehouse freezer and reduce the costs associated with leased storage space for frozen food commodity products. (p.14-37)	\$37,750	Implemented	(\$103,633)	The district invested in a racking system to expand storage space and capacity at a cost of \$103,633. However, district administrators projected that within four years the district will recoup its investment because the annual cost of renting storage space would be eliminated.
14-10	Reevaluate the pay scale of all food service personnel and improve the convenience of the application process. (p.14-40)		Implementation Underway		
14-11	Increase the efficiency and effectiveness of the kitchen equipment repair and maintenance program and formalize capital replacement and facilities planning decisions for district kitchens. (p.14-43)	(\$349,600)	Implemented	\$0	The district administrators explained that the Food Service Program was under the district's overall maintenance unit and it has not formed its own maintenance unit, to track performance and assess needs. This unit spends as much money as it was charged under the overall maintenance unit, but handle approximately three times as many calls. The new system also allows the unit to track the costs and number of times equipment is repaired, and if it becomes excessive it will replace it.
14-12	Provide district food service administrators the appropriate degree of authority to operate an efficient and uniform food service program. (p.14-46)		Implemented		
14-13	Strengthen the controls to safeguard daily cash receipts in district kitchen operations. (p.14-48)		Implemented		
14-14	Develop and implement an accurate and detailed departmental budgeting and financial reporting system. (p.14-49)		Implementation Underway		
14-15	Establish a departmental budgeted food cost standard of 36% of revenue, and reduce and maintain departmental food costs to this level. (p.14-51)	\$2,024,000	Implemented	\$0	The district administrators said meal prices for the students would have to increase to meet this cost savings. Additionally, the district makes money in food service every year and does not understand the rationale for raising prices when it is making a profit.

Appendix A

Consultant			OPPAGA	District	OPPAGA Comments
		Projected Five-Year Savings or	Conclusions of Implementation Status	Estimated Savings or (Cost)	
No.	Recommendations	(Cost)	As of March 2000		
Chapter 15: Safety and Security					
15-1	Develop a formal, long-term, and coordinated safety strategy for the district. (p.15-4)		Implemented		
15-2	Develop formal standards and guidelines related to improving indoor air quality. (p.15-5)		Implemented		
15-3	Upgrade existing computer technology in the Security Services Department. (p.15-11)		Implemented		
15-4	Consolidate daytime patrol and fixed site functions under one daytime supervisor and eliminate the non-supervisory position for school special investigator for the day shift patrol. (p.15-12)	\$330,232	Not Implemented	\$0	The district stated that the elimination of two supervisory positions would have a grave impact on the department's ability to accomplish its tasking, overall effectiveness of the day shift operation, and proper and productive span of control. seven days a week required.
15-5	Eliminate as many as five of the seven vacant positions for security officers. (p.15-15)	\$571,250	Not Implemented	\$0	The district reorganized, but did not meet the intent of the recommendation.
15-6	Reduce employee turnover by phasing in salary increases for security officers over a three-year period. (p.15-17)	(\$215,072)	Implementation Underway	\$76,836	The recommendation is in the process of being implemented therefore full cost savings have not been realized.
15-7	Conduct an inventory to identify portables without alarm systems and install alarm panels in those located in high-risk areas. (p.15-20)	(\$75,000)	Implementation Underway	(\$51,000)	
15-8	Begin using surveillance cameras and random metal detection devices at targeted facilities throughout the district. (p.15-21)	\$332,600	Implementation Underway	(\$33,000)	The district stated the cost is from purchasing technology, the alarm detection and cameras, at targeted facilities.
15-9	Develop a formal, written training plan for security officers outlining course content, schedules, and the appropriate sequence in which courses should be taken. (p.15-27)		Implemented		
15-10	Conduct annual customer surveys related to security issues and analyze the results with a view to evaluate and improve the performance of the district's Security Services Department. (p.15-28)		Implemented		
15-11	Develop a formal strategy for creating partnerships between Hillsborough County schools and community-based organizations to increase community participation with Security Services Department personnel and schools in crime prevention and intervention activities. (p.15-30)		Implemented		